



CPM CLASS OF
2017

MAKING THE TRANSITION FROM INCARCERATION TO SUPERVISION

PROMISING REENTRY PRACTICES IN SOUTH CAROLINA

Shaunita Grase

South Carolina Department of
Probation, Parole and Pardon
Services

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Making the Transition from Incarceration to Supervision: Promising Reentry Practices in South Carolina

The mission at the South Carolina Department of Probation, Parole and Pardon Services (SCDPPPS) is to prepare offenders under their supervision towards becoming productive members of the community; to provide assistance to victims of crimes, the courts, and the Parole Board; and to protect public trust and safety¹. In order to effectively prepare inmates transitioning from prison to community supervision, SCDPPPS should consider the development of a reentry strategy which promotes collaboration among stakeholders and build upon sources of information available which aims to understand the risk and criminogenic needs of justice-involved individuals released from prison.

As of December 31, 2016, the active offender population at SCDPPPS was 29,108,² which includes individuals supervised in the community on the following supervision type: probation (25,204), parole (2,105), youthful offender release (152), community supervision and supervised-furlough-2A (1,126), not guilty by reason of insanity (121), Department of Juvenile Justice (14) and Supervised Reentry (386). Within a year, over 3,000 state inmates have been identified as eligible for supervision in the community in South Carolina upon release from prison by SCDPPPS.

When considering the development of an offender reentry program, it is important to address the criminogenic needs of those individuals returning to the community prior to release from prison and while under supervision on probation, parole or other supervision types available in South Carolina for adult justice-involved individuals. Criminogenic needs are those factors that can be changed and can be linked directly to criminal behavior, such as substance abuse, employment, anti-social attitudes and family relationships. The most commonly identified barriers for individuals released from federal, state, or local detention facilities are employment, mental health and/or substance abuse disorders, and limited or no viable options for housing³. Without an effective reentry strategy, criminal justice professionals may experience difficulty reducing recidivism for vulnerable populations within their respective jurisdictions.

An innovative, evidence-based approach is needed in the development, implementation and evaluation of an effective reentry strategy. Effective and sustainable reentry programs and policies may help criminal justice leaders to:

¹ South Carolina Department of Probation, Parole and Pardon Services-About PPP, 2017

² South Carolina Department of Probation,Parole and Pardon Services-Facts & Figures,2017

³ The Council of State Government Justice System, 2017

1. Define the scope of the problem by examining existing programs and research on risk reduction strategies related to offender reentry and deviant behavior.
2. Provide access to community-based services needed for successful offender reentry and reintegration.
3. Promote effective and consistent collaboration among key stakeholders in efforts to improve the approach to offender reentry.

The purpose of this paper is to explore opportunities for the development, implementation and evaluation of a comprehensive reentry strategy at SCDPPPS. The goal of this project is to provide resources and recommendations for SCDPPPS, and similar agencies, whose overarching goal is to reduce offender recidivism. By rethinking our approach to offender reentry, we can address the needs of at-risk offender populations and create safer communities in South Carolina.

Data Collection Approach

The goal of this project was to recommend the development, implementation and evaluation of a comprehensive reentry strategy for inmates incarcerated at various state-level prisons in South Carolina with a period of supervision in the community upon release. The target population examined for this project was inmates with a split sentence who were released from the South Carolina Department of Corrections (SCDC) during a specific time period. A split sentence is defined as any ruling imposed by a judge in General Sessions Court which requires a defendant to serve a period of incarceration, prior to serving a probation sentence in the community, once convicted of a crime. For this project, data was collected from SCDPPPS' primary electronic case management systems: offender management system (OMS) and parole information center (PIC).

The data collected from OMS and PIC was used to examine pre-release and post-release factors for a cohort of individuals released from a specific state prison; and subsequently supervised by a probation/parole officer at SCDPPPS for one year or more post release. The data collected from OMS and PIC was specific to those inmates, incarcerated in Manning Correctional Institution, with a split probation sentence and a release or max-out date between July 1, 2014 - June 30, 2015. In addition to basic identifiers such as name and state identification number (SID), data was also collected for the following key data points: supervision begin date/end date, supervision case status, main supervision offense, risk/needs assessment results and current supervision case noncompliance history, if applicable.

The rationale used to collect data on the target population and location was decided due to accessibility of case information, the availability of existing resources to coordinate a pilot reentry program, and the need to begin developing a reentry strategy with a population

cohort located in one institution for planning purposes. The total number of offender cases reviewed for this project for the purposes of data collection was 75.

Data was also collected to measure attitudes of probation and parole employees at SCDPPPS toward correctional rehabilitation and reentry policies. This 12-item survey was adapted from a survey originally implemented by the National Council on Crime and Delinquency on the attitudes of American voters regarding the rehabilitation and reentry of inmates returning to the community. Developed in 2006, the original survey was administered by Zogby International who conducted a telephone survey of 1,039 possible voters selected randomly and approved by the American Association for Public Opinion Research⁴.

The survey, *Attitudes of Probation and Parole Employees toward Correctional Rehabilitation and Reentry Policies*, as shown in Appendix A, was conducted via an online questionnaire tool and emailed to all employees at SCDPPPS. Employees were provided a brief summary on the purpose of the survey and were encouraged to provide feedback by a specified date, within a two-week period of time. Participation was not mandatory and employees were informed their identity would remain anonymous if they choose to participate. The total number of employees who participated in the survey for this project was 361.

The rationale for administering a survey to probation and parole employees about their attitudes regarding offender reentry policies was twofold. First, conducting a readiness for change assessment allows organizational leaders to conduct a temperature check on employees' readiness to adopt and adapt to new processes. In this case, feedback on SCDPPPS employees' thoughts on offender rehabilitation and reentry policies was used to make recommendations for a new transitional reentry services program. Second, by administering a brief survey, SCDPPPS employees had an opportunity to provide feedback which in turn may help with buy-in when implementing new practices or enhancing old practices within the organization. Finally, based on the results of the survey, the transitional reentry services program designed incorporated the perspective and feedback from employees who will be tasked primarily with supervising the inmates upon release. Of the employees who responded to the survey, 78% indicated their current role at SCDPPPS primarily consisted of direct contact with offenders or inmates on a routine basis. Additionally, when asked, "*How many years have you been employed or worked in the criminal justice field*", an overwhelming majority responded with over 15 years (47%); with 25% reporting one year to five years of experience in the criminal justice field.

⁴ Krisberg & Marchionna, 2006

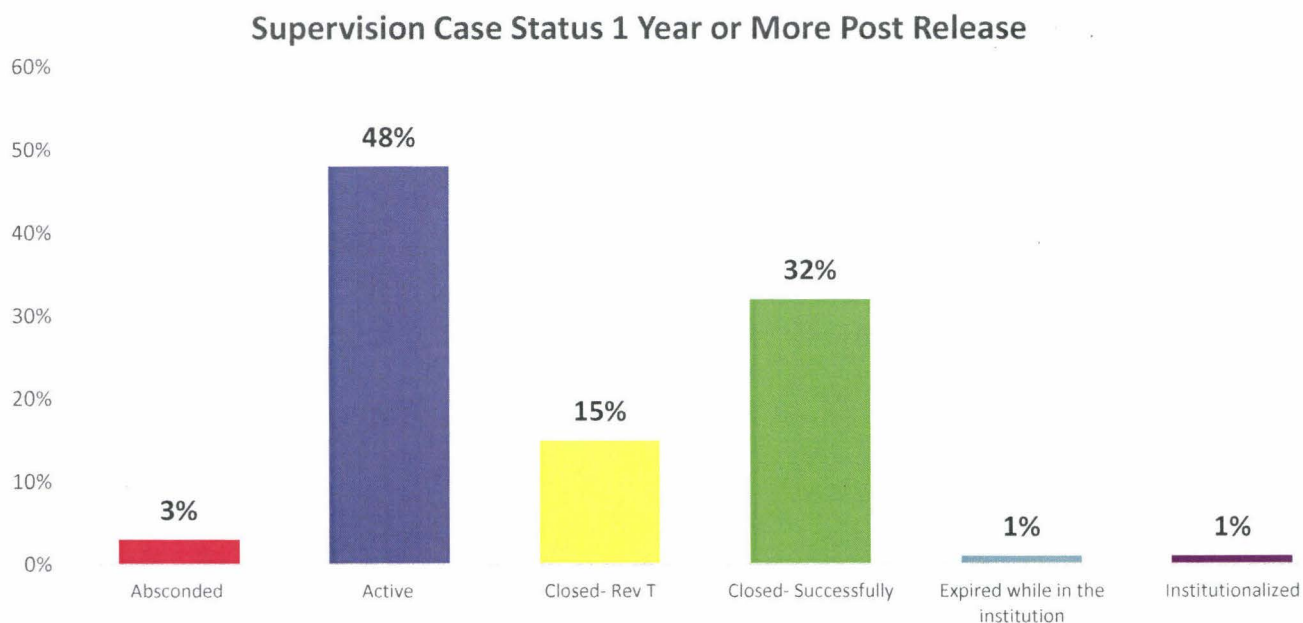
Data Collection Analysis

Reentry Population Findings. The data gathered for this project consisted of case reviews of 75 offenders released from Manning Correctional Institution (MCI) with a split probation sentence and a release or max-out date between July 1, 2014 - June 30, 2015. One of the key findings observed during case reviews for the target population was the supervision case status one year or more post release from prison as shown in Table 1.

Of those cases reviewed for this project, 48% of the offenders released from MCI were still under active probation supervision with the SCDPPPS. When looking at the supervision case status of the MCI cohort one year or more post release, nearly half or 47% were no longer under supervision on the split probation case due to supervision case closures: closed successfully or closed due to a technical revocation. Technical revocations are generally defined as supervision rules non-compliance (e.g. failure to report; failed drug screen) that is not a criminal offense and generally does not result in an arrest isolated or infrequent occurrences.

The overall unsuccessful probation case closures for the MCI split probation case cohort due to a technical revocation was 15%; and the successful probation case discharges for the same population during was 32%. 3% of the target population has absconded supervision, which means they have made their whereabouts unknown to their agent and the agency. The split supervision case of 2% the MCI split probation case cohort resulting in the institutionalization of an unrelated case, having never been released from prison.

Table 1: Manning Correctional Institution Cohort Released between July 1, 2014 - June 30, 2015



In calendar year (CY) 2016⁵, the overall successful closure rate for all probation cases was 74%. Specific to the target population, the successful closure rate for the MCI split probation case cohort in CY16 was 69%; which is lower than the overall closure rate for SCDPPPS in CY16. The unsuccessful closure rate for probation cases in CY16 for SCDPPPS was 26%. Of those overall unsuccessful probation case closures in CY16, majority were due to technical revocations at a rate of 87%; and with only 13% of those unsuccessful probation case closures due to new charges. Of the unsuccessful probation case closures for the MCI split probation case cohort 31% were due to technical revocation. None of the offenders in the MCI split probation case cohort had a case closure due to a new charge revocation at the time each case was reviewed for this project.

When examining the closure rate data for the MCI split probation case cohort and overall case management history, it was difficult to ascertain the factors contributing to successful or unsuccessful supervision outcomes based on pre-release reentry planning efforts. However, with the implementation of a comprehensive reentry strategy for split probation cases, data can be captured to determine what reentry services coordinated prior to release resulted in improved supervision outcomes for moderate to high risk offenders.

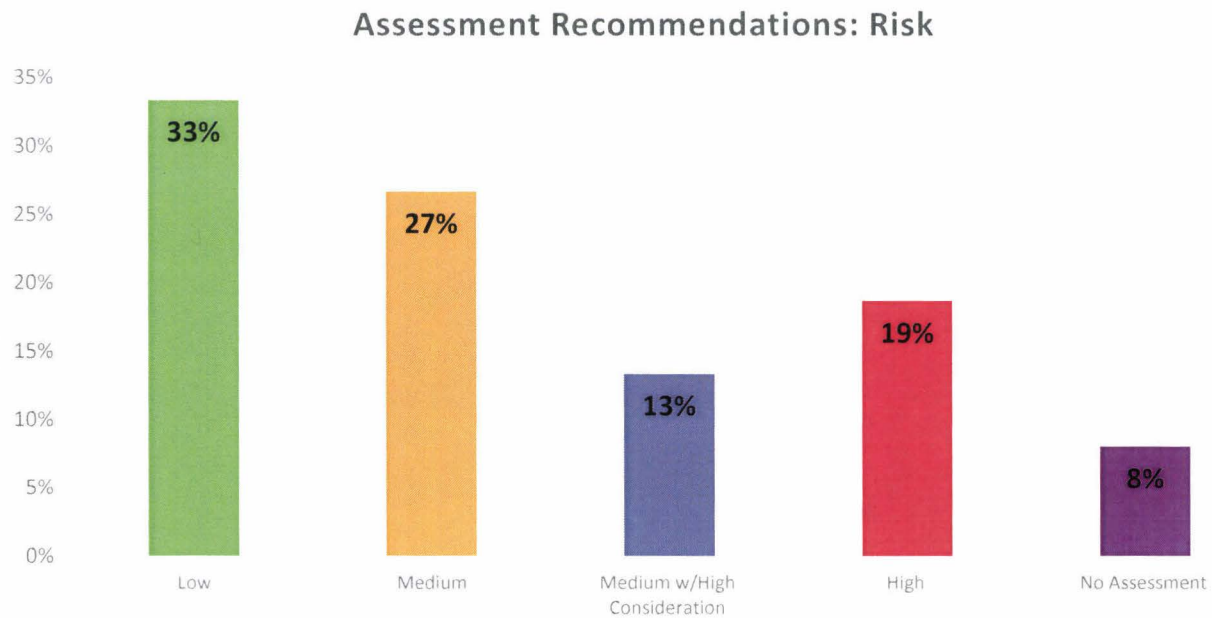
Reentry Population Actuarial Risk and Needs. Based on provisions of the Omnibus Crime Reduction and Sentencing Reform Act of 2010, SCDPPPS adopted an actuarial risk and needs assessment tool to assist in case management decisions of offenders under supervision by the Department. As a part of the decision-making process for the proposed reentry strategy, a validated risk and needs tool would be used to determine the level of risk an individual may pose to reoffend based on the assessment tool results.

Of those cases reviewed for this project, the reentry assessment findings are shown in Table 2. Majority of the Manning Correctional Institution cohort released between July 1, 2014 - June 30, 2015 had an assessment finding of low at a rate of 33%; however, collectively, 59% of the inmates assessed had a finding of moderate to high risk to reoffend. The target population of the proposed reentry population will focus on those offenders with the highest risk commit new crimes. When looking at a person's risk to reoffend, an actuarial risk and needs assessment tool is used as a strategy for criminal justice professionals to predict future criminal behavior and to make case management decisions. The assessment tool is designed to look at those factors that have been empirically proven to predict risk. Those predictors includes: criminal involvement, criminal personality, family risk factors, criminal opportunity and so forth.

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."
-Charles Darwin

⁵ South Carolina Department of Probation, Parole and Pardon Services Quarterly Stats Report, December 31, 2016.

Table 2: Manning Correctional Institution Cohort Released between July 1, 2014 - June 30, 2015

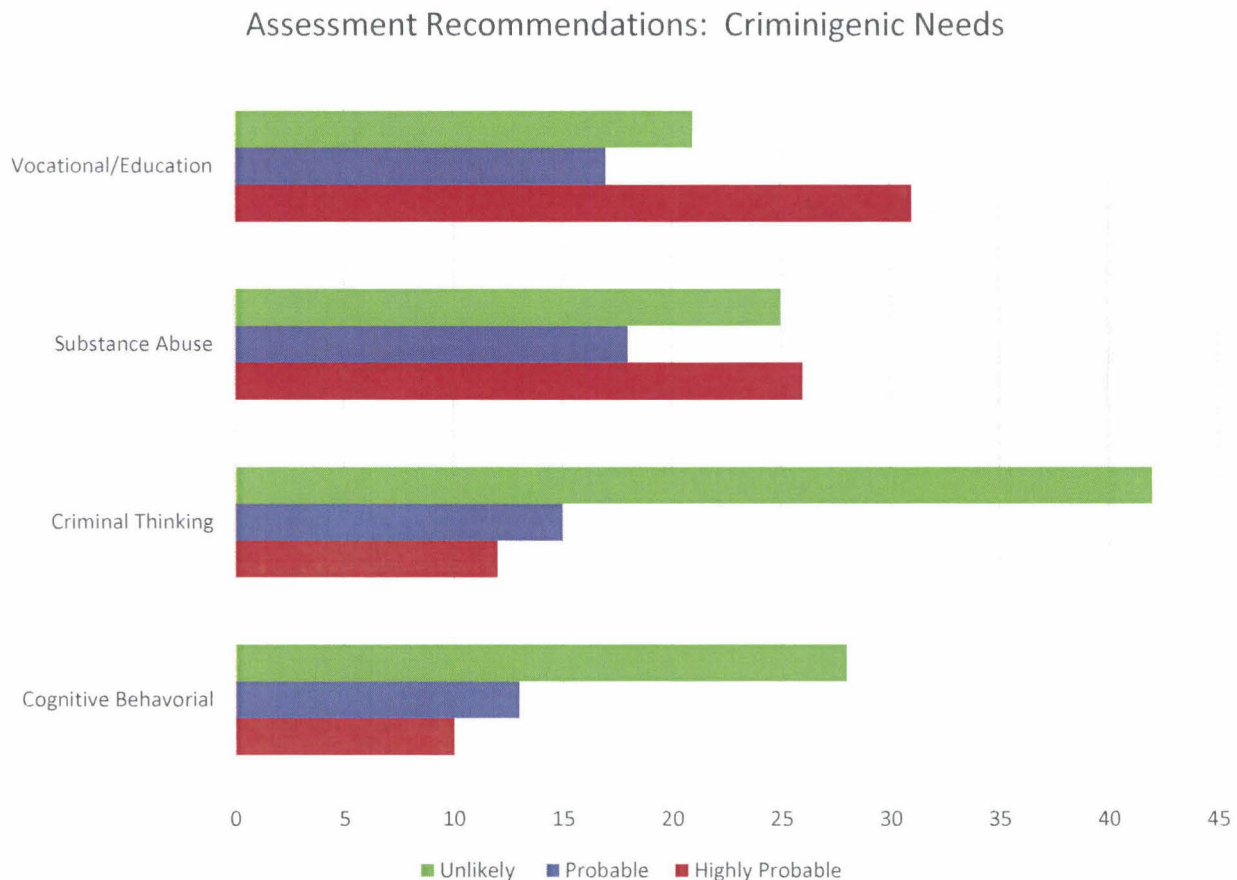


When reviewing the assessment data in regards to criminogenic needs, information was collected in the following areas: vocation/education, substance abuse, and criminal thinking and cognitive behavioral for the target population selected for this project. These areas of needs were selected based on the likelihood these issues could be reasonably be addressed or initiated through reentry planning.

Of those cases reviewed for this project, the reentry assessment findings are shown in Table 3. Of the Manning Correctional Institution cohort assessed, 38% had an identified need for services for substance abuse; which an overwhelming majority assessed had an identified needs for vocation/education at a rate of 45%. Based on the analysis of data for the project cohort, a main component of the proposed reentry strategy should also consider reentry planning focusing on employment, education and substance abuse treatment referrals.

One of the main components of the recommended transitional reentry program is to identify the offenders with the high risk and needs to offend within 120 days of max-out or release from prison. Although of the SCDPPPS employees surveyed from this project, a vast majority (47%) felt, reentry planning should begin at the time of sentence, this program was developed to begin preparing offenders for transition from incarceration to supervision based on the data available to SCDPPPS. With that being said, the focus of this program is to address identified needs or initiate referrals for treatment services in accordance with agency policy prior to an offender's release from prison.

Table 3: Manning Correctional Institution Cohort Released between July 1, 2014 - June 30, 2015



Probation and Parole Employees Survey Findings. The following are key findings from the survey, *Attitudes of Probation and Parole Employees toward Correctional Rehabilitation and Reentry Policies*, made available for all employees at SCDPPPS to collect data for this project.

- Of those SCDPPPS employees who completed the survey, *Attitudes of Probation and Parole Employees Toward Correctional Rehabilitation and Reentry Policies*, an overwhelming majority (75%) felt state-funded rehabilitation services should be made available to offenders both while they are in prison and after they have been released from prison and supervised in the community.
- Of those surveyed, 72% indicated when people leave prison, they have no more life skills they had before in response to why the recidivism is so high nationwide for inmates released from state prisons.
- Of those surveyed, access to the following services post-incarceration was deemed the most important by SCDPPPS employees in regards to an offender's successful

reintegration into society after incarceration: job training (91%), mental health services (88%), and drug treatment (86%).

- Of those survey, an overwhelming majority felt reentry planning should begin at the time of sentencing (47%), while others felt planning should being 1 year prior to release (32%). Only 17% of those SCDPPPS employees polled felt reentry planning should being six months prior to release.

Implementation Plan for Transitional Reentry Planning Program

In order to address the needs of those individuals transitioning from incarceration to supervision in the community, it is important to have a comprehensive reentry planning strategy in place prior to an inmate's release from prison. The long-term goal of this project is to improve supervision outcome rates, reduce recidivism, reduce technical violations and improve public safety. The cost to operate this program is primarily for staff to coordinate the program and for training to ensure program staff have the skills necessary to carry out an evidence-based, reentry program, such as core evidence-based practices skill and case management.

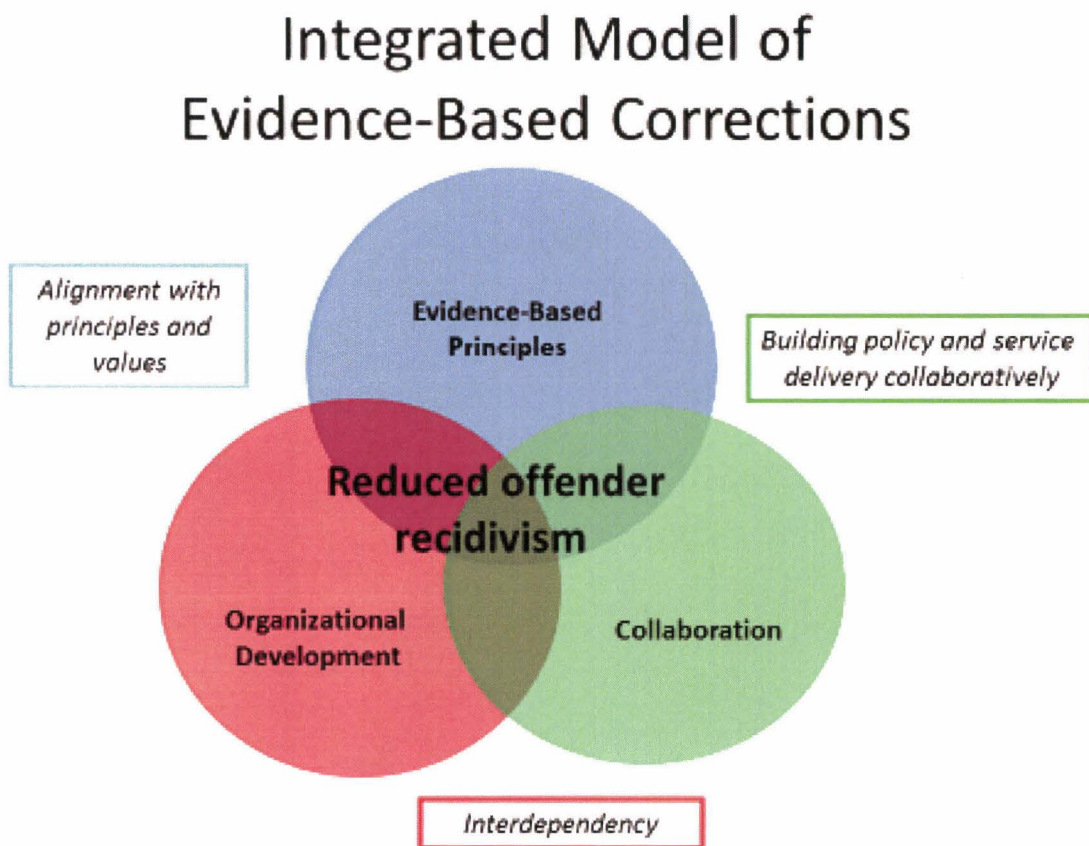
By using the *Integrated Model*⁶, as shown in Figure 1, the proposed transitional reentry services program was organized into an implementation logic model framework as outlined in Appendix B. The organizational development element of this model involves conducting an assessment of an organization's readiness for change. As organizational leaders manage the change process, it is important for them to cultivate internal and external stakeholder collaboration through chartered workgroups and joint trainings, as described through the collaboration component of the model. Finally, by incorporating evidence-based principles, the *Integrated Model*, as a whole, may help organizations achieve long terms goals such as reduced recidivism. The principles of evidence-based practices were incorporated in the proposed reentry strategy as outlined in this project. These principles and practices include the use of an actuarial risk and needs assessment tool, quality assurance methods and increased knowledge of effective EBP programs as an example.

In Appendix B, the transitional reentry services program implementation logic model shows various activities in support of the *Integrated Model*. For example developing strategic and work plans though the implementation of chartered workgroups may help improve program operations over a period time in addition to the documentation of plans for process improvement in areas of identified need within the organization or program.

"If you don't
know where
you are going,
you might
wind up
somewhere
else."
-Yogi Berra

⁶ National Institute of Justice, 2010

Figure 1: Integrated Model of Evidence-Based Corrections



The transitional reentry services program action plan, as shown in Appendix C, outlines the recommended implementation steps, including purpose of each step, person response at each phase of the program and the implementation timeframe:

Action Step 1: *Within 180 days or more and using the information retrieved from the SCDPPPS' OMS and PIC case management systems, the Program Planning and Development program assistant will provide the Potential Reentry Offenders Report, with a max-out date between a 6-month window of time to the Program Director, the Transitional Services Program Coordinator, Release Program Coordinators, and SCDC Institutional Caseworkers, an external stakeholder. The purpose of this monthly report is to provide a basis to begin coordinating services with a potential group of inmates scheduled for release during a specific timeframe and institution. As of February 1, 2017, there are 168 potential reentry offenders incarcerated in Manning Correctional Institution with a max-out date between March 1, 2017 and August 31, 2017; with a total of 1,477 offenders statewide in various institutions during this time frame.*

Action Step 2: *Between 120-180 days prior to release,* the Transitional Services program coordinator will review the report of potential reentry population and send each inmate a reentry needs self-report questionnaire. The purpose of this step is to focus reentry efforts on inmates with identifiable needs for transitional case coordination services. The primary areas of focus are: employment readiness, educational attainment and treatment referral coordination (e.g. substance abuse, mental health).

Action Step 3: *Between 90-120 days prior to release,* the Transitional Services program coordinator will schedule and conduct interviews with inmates with identified reentry needs that can be coordinated or initiated prior to release. If the reentry risk and needs assessments has not been completed on an inmate, the Transitional Services program coordinator will coordinate the completion of the assessment with a member of the SCDPPPS Parole Examination staff. The purpose of this step is to provide an opportunity for individualized reentry preparation and planning for each inmate prior to release based on assessment results and the self-report questionnaire.

Action Step 4: *Between 60-120 days prior to release,* the Transitional Services program coordinator will coordinate the post-release residence investigation for those inmates who are eligible to transfer their supervision to another state through the Interstate Compact process. The Transitional Services program coordinator will communicate with the supervising agent, the Interstate Compact office and the Parole Examination Staff to serve the necessary paperwork to begin the process. For those inmates, who do not have a suitable place to live upon release, the Transitional Services program coordinator will work directly with community-based resources providers to secure transitional housing, as needed.

Action Step 5: *Between 30-90 days prior to release,* the Transitional Services program coordinator will coordinate the post-release treatment appointments or job interviews, as applicable, and based on the individualized reentry plan for each inmate. The purpose of this step is to coordinate and schedule appointments prior to release to ensure the appointments are available soon after release for optimum supervision outcomes.

Action Step 6: *Between 30-60 days prior to release,* the Transitional Services program coordinator will develop and review the individualized reentry plan with each inmate at a minimum of one time prior to release. The purpose of this step is to provide an opportunity for the coordinator or parole examiner staff member to review post-release plans with the inmate and respond to any questions about supervision. The SCDPPPS release program coordinator is also provided with a copy of the individualized reentry plan to include any treatment referrals or appointments on the release certificate as a special condition when dual supervision on unrelated convictions occur.

Action Step 7: *Within 30 days of release*, the Transitional Services program coordinator will notify the county of supervision of the inmate's pending release to their county and provide a copy of the reentry plan for documentation. The supervising agent will be asked to integrate the referrals made prior to release into the supervision plan in OMS at the beginning of the probation case; and in alignment with existing agency policies which outlines requirements for the referral process, new case intake and supervision guidelines overall. The purpose of this step is to notify all stakeholder of an inmate's reentry plan and pending release from incarceration, to include community-based treatment providers and/or potential employers when appointments were made prior to release by the program coordinator.

Implementation Plan: Potential Barriers and Challenges

In review of the proposed implementation plan for a transitional reentry services program focusing on those offenders transitioning from incarceration to community supervision, one of the potential obstacles is funding for a new program. A recommendation to overcome this obstacle is to look at existing resources and determine ways to reallocate the workload of among staff in other areas of the agency. If this is not an option, funding support from grants could be considered and applied for in support of reentry programs.

Another potential obstacle or barrier with the implementation of a new reentry program is stakeholder engagement and collaboration. There are a number of ways to ensure stakeholders are involved in the process of implementing a new process of program as shown in Appendix B. Informational meetings with external partners as well as soliciting stakeholder input during the early stages of developing new program or process is key in terms of program buy-in, effectiveness, sustainability.

To ensure all of aspects of this new program is communicated with internal and external stakeholders, a communication plan, as shown in Appendix D, has been developed in support of a proposed transitional reentry services program operated by SCDPPPS. This communication plan shows how pertinent information will be communicated in regards to the transitional reentry services program. This plan includes the intended audience, the information that will be communicated, the method in which that information will be disseminated, the frequency of distribution and the person responsible for communicating the information.

Evaluation Plan for Transitional Reentry Planning Program

In order to ensure new programs or processes are operating as intended, it is important to develop and implement an evaluation plan to ensure program goals are meet. The plan that will be developed to conduct an evaluation of the transitional reentry services program is outlined in Appendix E. Program evaluations will be conducted on a monthly basis to ensure the program is operating as intended in every aspect of the program to measure effective in

three key areas: organizational development, evidence-based practices and collaboration. Continuous quality assurance activities will include but not limited to: offender case reviews, assessment interview observations, EBP skills training demonstrations, reentry plan critiques and so forth.

Short-Term Outcomes. Increased proficiency among program staff and documentation of operational plans for the recommended transitional reentry services program are key outcomes defined for this program. In terms of short-term outcomes, program staff will be evaluated on measures such as % of client assessed or contacted for services according to risk and the % of clients with reentry case plans that believe they were positively affected by reentry planning prior to release. Program participants or offenders are stakeholders as well. It is important to solicit input from program participants to ensure the program is meeting their needs as well.

Intermediate Outcomes. The intermediate outcomes of this program include supervision completed without a violation, supervision completed without a new charge and improved supervision rates. The data that will be collected to monitor and measure this evaluation measure is data contained in OMS as it pertains to applicable case management factors such as violation history, treatment progress and case status (e.g. closed-successfully, absconded).

Long Term Outcomes. The long-term outcomes of the new reentry program will be to reduce recidivism and improve public safety. Program staff will complete a number of activities that can be measured and observed. For example, as a part of the program, assessments must be conducted and recorded by staff. The data that will be collected to monitor and measure results is the number of reentry need assessments conducted. Another requirement of the program is program staff will make appropriate referrals to treatment/resource providers prior to release. The data that will be collected to monitor and measure results is the number of referrals made to target treatment/resource providers.

Summary and Recommendations

This project was intended to define a problem within the field of criminal justice and make a recommendation on how the problem could be solved through the collection and analysis of data and the development of an implementation and evaluation plan. In this paper, I discussed the need to develop a comprehensive transitional reentry services plan to better prepare individuals transitioning from incarceration to supervision in the community by SCDPPPS. By developing an evidence-based reentry program, using the *Integrated Model* and other available resources, criminal justice professionals will have the opportunity to achieve better supervision outcomes and improved public safety in the communities they serve.

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APPENDICES ATTACHED AS A SEPARATE DOCUMENT

Appendix A: Attitudes of Probation and Parole Employees toward Correctional Rehabilitation and Reentry Policies
 (Adapted from 2006 Survey Conducted by the National Council on Crime and Delinquency)

CPM CAPSTONE PROJECT: Survey Questions			
1.	How concerned are you about crime in your community?	<ul style="list-style-type: none"> • Very concerned • Somewhat concerned • Not concerned 	
2.	In FY2016, 9,147 inmates were released from the South Carolina Department of Corrections to their home communities. How do you feel about this situation?	<ul style="list-style-type: none"> • Fearful • Somewhat concerned • Not concerned 	
3.	Generally speaking, do you think that people who serve their time in prison for nonviolent offenses and released back into society today are more likely, less likely, or about the same than they were before their incarceration to commit future crimes?	<ul style="list-style-type: none"> • More likely • About the same • Less likely • Unsure 	
4.	State prison systems could offer the following four alternative prison policies for people who have committed a non-violent crime. What would you prefer the state implement?	<ul style="list-style-type: none"> • Policy 1: Treat prison as punishment and do not offer rehabilitation services to people either during their time in prison or after their release. • Policy 2: Make state-funded rehabilitation services available to incarcerated people while they are serving time in prison. • Policy 3: Make state-funded rehabilitation services available to incarcerated people only after they have been released from prison and supervised in the community. • Policy 4: Make state-funded rehabilitation services available to incarcerated people both while they are in prison and after they have been released from prison and supervised in the community. 	
5.	According to the Bureau Justice of Statistics, 67% of the 404,638 state inmates released in 2005 in 30 states were arrested within 3 years of release. The following are some reasons that people have given to explain why this is. Tell me whether you think each issue is a major factor, minor factor or not a factor in the high rate of returns to prison.	<ul style="list-style-type: none"> • When people leave prison, they have no more life skills they had before they entered prison. • The experience of prison reinforces criminal behavior. • People returning to society from prison experience too many obstacles to living a crime-free life. • Once a criminal, always a criminal. 	<ul style="list-style-type: none"> • Major factor • Minor factor • Not a factor • Unsure

6.	The following have been barriers to reentering prisoners. Tell me if you think it is very important, somewhat important, or not important in a person's successful reintegration to society after incarceration.	<ul style="list-style-type: none"> • Job training • Medical Services • Public Housing • Student Loans • Right to Vote 	<ul style="list-style-type: none"> ❖ Very important ❖ Somewhat important ❖ Not important ❖ Unsure
7.	The following are services that could be made available to people reentering society after being incarcerated. Please tell me if you think access to each is very important, somewhat important, or not important to a person's successful reintegration into society after incarceration.	<ul style="list-style-type: none"> • Job training • Drug Treatment • Mental health services • Help for families • Mentoring • Housing 	<ul style="list-style-type: none"> ❖ Very important ❖ Somewhat important ❖ Not important ❖ Unsure
8.	When do you think planning for an incarcerated person's reentry into society should begin?	<ul style="list-style-type: none"> • At sentencing • One year prior to release • Six months prior to release • Upon release • Never • Unsure 	

Survey Demographic Questions

9.	Which of the following best describes your job role within the Department?	<ul style="list-style-type: none"> • Law Enforcement Agent • Parole Examiner • Hearing Officer • Release and Reentry Staff • Supervisor/Management Staff • Central Office Non-Supervisor/Management Staff • County Office Non-Supervisor/Management Staff
10.	How many years have you been employed with the Department?	<ul style="list-style-type: none"> • Under 1 year • 1 Year to 5 Years • 6 Years to 10 years • 11 Years to 15 Years • Over 15 Years
11.	Does your current role primarily consist of direct contact with offenders or inmates on a routine basis?	<ul style="list-style-type: none"> • Yes • No • Unsure
12.	How many years have you been employed or worked in the criminal justice field?	<ul style="list-style-type: none"> • Under 1 year • 1 Year to 5 Years • 6 Years to 10 years • 11 Years to 15 Years • Over 15 Years

Appendix B: Transitional Reentry Services Program Implementation Logic Model

Inputs	Activities	Outputs	Outcomes		
			Short Term	Intermediate	Long Term
<ul style="list-style-type: none"> • Appropriations from the General Assembly • Funding support from grantors • Technical assistance from contracted vendors • Funding support from grantors • Agency staff at all levels (internal) • Partners at local, state, and federal agencies (external) • Community-based treatment and resources partners (external) • Actuarial risk and needs assessment tool 	Organizational Development <ul style="list-style-type: none"> • Review current literature on implementation science • Conduct organizational program assessment • Charter an implementation workgroup • Develop strategic and work plans • Create communication plan • Implement employee development plan 	<ul style="list-style-type: none"> • Organizational program assessment completed • Strategic plan completed • Work plans completed • Communication plan completed • Employee development plan completed 	<ul style="list-style-type: none"> • Increased knowledge of program strengths, challenges and readiness for change • Documentation of plans for process improvement in areas of need • Increased buy-in from staff at all levels within the organization • Improved staff professional development skills 	<ul style="list-style-type: none"> • Improved reentry program operations (e.g. communication, staff knowledge, skills and ability, curriculum) 	<ul style="list-style-type: none"> • Improved supervision outcome rates • Reduced recidivism • Reduced technical violations • Improved public safety
	Evidence-Based Practices <ul style="list-style-type: none"> • Review relevant literature and programs • Plan for training • Draft operational policies • Provide training for staff and supervisors on case management and other core EBP skills • Provide leadership training for program supervisory staff • Provide booster and coaching meetings for program staff and supervisors • Develop quality assurance plan 	<ul style="list-style-type: none"> • Training plan completed • Trainings completed • Staff trained • Policy and quality assurance methods implemented 	<ul style="list-style-type: none"> • Increased knowledge of EBP principles and reentry program operations • Increased knowledge in reentry case planning and management • Increased proficiency among program staff • Increased supervisory feedback and coaching 	<ul style="list-style-type: none"> • Skilled program staff and directors • Participant program needs identified according to risk and needs • Reentry plans that target assessed risk and needs • Referrals initiated prior to release to targeted treatment and community resources 	
	Collaboration <ul style="list-style-type: none"> • Informational meetings for external partners • Joint partner training sessions • Stakeholder input in strategic planning process and ongoing discussions • Implementation of collaborative program and evidence-based efforts 	<ul style="list-style-type: none"> • Informational meetings completed • Joint partner training completed • Stakeholder input incorporated in strategic plan and ongoing planning • Partners consider ways to provide services consistent with the needs of program clients 	<ul style="list-style-type: none"> • Increased knowledge of EBP principles and reentry practices among stakeholders • Increased knowledge of system limitations and strategies to address them 	<ul style="list-style-type: none"> • Improved stakeholder relationships that discuss EBP, system issues and process improvement • Providers incorporate EBP in treatment model • Releasing authority orders support of reentry program planning and assessment recommendations 	

Appendix C: Transitional Reentry Services Program Implementation Action Plan

Implementation Steps (Pre-Release)	Purpose	Person Responsible	Implementation Timeframe				
			>180 days	120 days	90 days	60 days	30 days
Step #1 <i>Identify the potential reentry population of those inmates transitioning to supervision upon max-out or release.</i>	Provides a basis to begin coordinating services with a potential group of inmates scheduled for release during a specific timeframe.	Program Planning and Development Program Assistant					
Step #2 <i>Review list of potential reentry population inmates and send a reentry needs self-report questionnaire.</i>	Focuses reentry efforts on inmates with identifiable needs for transitional case coordination services.	Transitional Services Program Coordinator					
Step #3 <i>Schedule & conduct interviews with inmates with identified reentry needs that can be coordinated or initiated prior to release.</i>	Provides an opportunity to conduct reentry risk and needs assessment, if not completed.	Parole Examination Staff					
	Provides an opportunity for further reentry preparation and planning prior to release based on assessments.	Transitional Services Program Coordinator					
Step #4 <i>Coordinate investigation into post-release residence plan or begin the process of securing transitional housing for inmates.</i>	Provides an opportunity to find housing for difficult inmates to place or to initiate transfer of case out-of-state.	Transitional Services Program Coordinator					
Step #5 <i>Coordinate and schedule post-release appointments for community based resources or treatment, if applicable.</i>	Provides an opportunity to schedule inmates' treatment appointments, job interviews etc. prior to release.	Transitional Services Program Coordinator					
Step #6 <i>Prepare reentry plan and review with inmate prior to release to supervision in the community.</i>	Provides an opportunity to review post-release plans with the inmate and respond to any questions about supervision.	Transitional Services Program Coordinator					
		Parole Examination Staff					
Step #7 <i>Notify the county of supervision of inmate's projected release date and provide a copy of the reentry plan for documentation in OMS.</i>	Provide an opportunity to notify all stakeholders of inmate's reentry plan and projected release from incarceration.	Transitional Services Program Coordinator					

Appendix D: Transitional Reentry Services Program Communication Plan

This communication matrix shows how pertinent information will be communicated in regards to the transitional reentry services program. This plan includes the intended audience, the information that will be communicated, the method in which that information will be disseminated, the frequency of distribution and the person responsible for communicating the information.

Audience	Information	Method	Frequency	Who is Responsible
Transitional Services Coordinator	The potential reentry offender report	Email	Monthly	Program Planning and Development Assistant
SCDC Institutional Caseworker	The list of offenders incarcerated to be supervised by SCDPPPS upon release/max-out	Email	Every other week	Transitional Services Coordinator
SCDPPPS Probation and Parole Agent	Offenders in institutionalized status assigned to the agent who indicate a case transfer out of state.	Email	As required	Transitional Services Coordinator
Mental Health Case Manager	Offenders who need behavioral services appointments coordinated prior to release	Email Meeting	As required	Transitional Services Coordinator
SCDPPPS Release Program Coordinators	Offenders with dual supervision cases under other release programs (e.g. parole)	Email Meeting	As required	Transitional Services Coordinator
Community-based resource/treatment providers	Offenders who need resources or program services other than treatment (e.g. transitional housing)	Email Meeting	As required	Transitional Services Coordinator
Divisional Program Manager	Detailed information about program evaluation measures and outcomes	Email Meeting	Monthly	Program Planning and Development Coordinator
Transitional Services Program Staff	Coaching and feedback on continuous quality assurance measures	Email Meeting	Monthly	Divisional Program Manager
Program and System Stakeholders	Detailed information about the program (e.g. release status, program outcomes)	Email Meeting	As required	Divisional Program Manager

Appendix E: Transitional Reentry Services Evaluation Plan

Inputs	Activities	Outputs	Outcomes		
			Short Term	Intermediate	Long Term
<ul style="list-style-type: none"> • Clients • Program staff and supervisors trained in assessment, effective communication, crisis intervention, case planning, coaching and observation/feedback • Assessment tools • Policies for case management and reentry planning • Policies for continuous quality assurance • Treatment/Resource providers • Information systems 	<ul style="list-style-type: none"> • Assessment conducted and recorded by program staff • Program staff reviews assessment results with clients • Program staff uses effective communication to build rapport with clients • Program staff develop reentry plans for moderate to high risk clients based on criminogenic needs; and/or conditions of supervision • Program staff assessment and case plans are assessed and feedback provided 	<ul style="list-style-type: none"> • # of reentry needs assessments conducted • # of reentry needs assessment follow-up interviews conducted • # of moderate to high risk clients with reentry plans completed and signed by program staff and the client • # of assessment feedback/reentry case plans assessed and feedback provided 	<ul style="list-style-type: none"> • % of clients assessed according to risk • % of moderate to high risk clients with reentry plans that responsively address at least one criminogenic need area • % of clients with reentry case plans that believe they were positively affected by reentry planning prior to release • % of program staff that are creating reentry plans at a level of good or exceptional 	<ul style="list-style-type: none"> • Risk reduced • Supervision completed without violation • Supervision completed with new charge • Improved supervision outcome rates 	<ul style="list-style-type: none"> • Reduced recidivism • Improved public safety
	<ul style="list-style-type: none"> • Program staff makes appropriate referrals to treatment/resource providers prior to release • Reentry plan progress is documented in the OMS Supervision Plan by the supervising agent post release 	<ul style="list-style-type: none"> • # of referrals made to target treatment/resource providers • # of reentry plan progress updates documented in OMS 	<ul style="list-style-type: none"> • % of clients who attended at least one scheduled treatment/or resource appointment post release • % of reentry plans documented in OMS Supervision Plan post release 		